



CREATIVITY AT WORK

FY 2012 STAFF WORK PLAN

July 1, 2011 – June 30, 2012

FY 2012 Staff Legend:

AF - Executive Director Arni Fishbaugh
BM - Arts Education and Web Services Director Beck McLaughlin
CH - Business Development Specialist Cinda Holt
CK - Folk Arts and Market Development Specialist Cindy Kittredge
CL - Accountant Carleen Layne
KBH - Executive Assistant and Percent-For-Art Manager Kim Baraby Hurtle
KHB - Database and Grants Director Kristin Han Burgoyne.
Intern – Assigned to administrative assistants and interns
Contract – Assigned to independent contractors

Arts Education Frame #1: Life-long Learning

Outcome We Want:

All Montanans regardless of potential barriers find access to arts education opportunities, contributing to life-long learning and creative expression. Potential barriers include: Geographic, Physical, Emotional, Age, Economic, Intellectual and Cultural.

How We Do It:

• **Organize workshops for teaching artists and arts organizations' staff on working with a diverse group of learners.**

1. Organize a three-hour workshop for teachers, teaching artists and arts organization staff on Universal Design for Learning by the end of May 2012. The workshop will include hands-on arts activities that model the UDL teaching/learning strategies, along with the UDL checklist to guide lesson development, and an opportunity to engage in discussion of ways to include children with disabilities in meaningful learning activities. **BM**
2. **New for FY12** By November 1, 2011, recruit 10 candidates to participate in MAP's instruction for MAP (Montana Artrepreneurial Program) Coaches program in order to broaden opportunities across the state for artists to learn about the business of art. **CK**
3. **New for FY12** Conduct a weekend orientation workshop for recruits to MAP's Train the Trainer program by end of December 2011. **CK**

• Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts education, as well as operating support grants for arts organizations' educational mission.

1. Offer ongoing opportunities through the Artists in Schools and Communities Residencies, the Teacher Exploration of the Arts (TEA) grants, the Public Value Partnerships grants and Strategic Investment Grants. **BM KHB**
2. Provide funding for staffed arts non-profit arts organizations through Public Value Partnerships and Cultural Trust grants, as well as operating support to key state-wide arts service organizations: Montana Association of Symphony Orchestras, Museums and Art Gallery Directors Association, Montana Performing Arts Consortium, Montana Arts and the Montana Dance Arts Association. In addition, specific Strategic Investment Grants are designed to meet this need. **KHB**
3. Promote grants in print, website, conferences and email newsletters; provide technical assistance; process in a timely manner throughout the year. **BM KHB**

• Offer technical assistance to schools and arts organizations to determine whether their programs and facilities are available to a diverse group of learners.

1. Offer ADA assistance through MAC website with at least two resources added by end of June 2012. **BM KHB**

• Provide leadership in advocating for arts education for all Montanans by serving on statewide boards and collaborating with other state agencies and state/national arts organizations.

1. Collaborate with the following to provide arts education advocacy and technical assistance: Montana teaching artists; VSA arts of Montana; Museum and Art Gallery Directors Association; Montana Performing Arts Consortium; Montana Association of Symphony Orchestras; National Endowment for the Arts; National Assembly of State Arts Agencies and CraftNet. **BM CK**
2. Continue attending and participating in "statewide conversations" with higher ed curriculum specialists in meetings convened by MAC or other participants. **BM**
3. Provide one new arts education advocacy tool on MAC website by end of June 2012. **BM**

• Develop opportunities, such as individual consultations, mentoring relationships, or workshops that build access to the arts and to creative expression for adult learners of all ages.

1. Match a mentor to each participating artist in the established cohorts of the MAP program by end of July 2012. **CK**
2. Establish at least two new master-apprenticeships in the Montana's Circle of American Masters (MCAM) program by end of June 2012. **CK**
3. **Now for FY12** Host a meeting of artists (Allison McGree, Maggie Carlson, etc), Alayne Dolson of VSA Montana, and health care professionals to explore programming for arts and healthcare for children, adults and older adults by January 31, 2012. **BM KBH**

How We Evaluate It:

- **Compile data from grant reports, including how many have specific ways to modify instruction to accommodate diverse learners and how many offer reduced fees or scholarships.**

1. Arts Education program evaluation conducted on grant applications and reports December 2011. **BM KHB**

- **Review the expertise of artists on the Artists Registry to accommodate their lessons for a diverse group of learners.**

1. Examine registry artists who work with individuals with disabilities and review for gaps in service by March 2012. **BM KBH**

- **Track participation in activities such as the Artist Registry and the Master-Apprenticeships of folk and traditional artists who act as resources for the arts in their communities, both in formal and informal learning settings.**

1. Create a contact list with names and contact information for willing and qualified mentors in the folk and traditional arts throughout the year. **CK**

Arts Education Frame #2: K-12

Outcome We Want:

All Montana K-12 students have the opportunity to study a curriculum that enables them to achieve the Montana Board of Public Education's Standards for Arts, thereby providing *all the arts for all the students in all the schools*.

How We Do It:

- **Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone (Arts Education Hotline 800 #) and on website.**

1. Provide technical assistance during all site visits to schools and organizations that have residency grants, by end of June 2012. **BM**
2. Provide posts on the arts education blog for teaching artists and arts teachers on various aspects of teaching the arts in Montana schools by the end of June 2012. **BM**
3. Organize one-on-one conversations at annual MEA-MFT statewide teacher conference by end of October 2011. **BM**
4. Semi-annually update the arts council's website under "For Schools," Folklife," "For Artists," and "Resources" by the end of December 2011 and end of June 2012. **BM**

- **Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects.**

1. Collaborate with VSA Montana to provide twelve or more workshops in all arts each year at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference by end of October 2011. **BM**

2. Collaborate with VSA Montana to provide Montana Small School Alliance professional development workshops in the arts for member teachers by June 2012. **BM**
3. Organize professional development learning opportunities for teaching artists by the end of June 2012. **BM**

• Offer grants for curriculum, assessment and professional development, and artist residencies.

1. Offer a minimum of 35 Artists-in-the-Schools and Communities grants to develop students' skills and knowledge in the arts, professional development for teachers and creation of arts curriculum by end of June 2012. **BM**
2. Offer artist residency grants that will reach a minimum of one out of every 10 school children in the state each year and a minimum of 70% of Montana's counties by end of June 2012. **BM**
3. Offer up to 15 Teacher Exploration of the Arts grants for elementary classroom teachers by end of June 2012. **BM**

• Provide leadership in advocating for "all the arts for all the students in all the schools" by serving on statewide boards and collaborating with other state agencies and state/national arts organizations.

1. Collaborate throughout the year with VSA arts of Montana; statewide arts education leaders, arts statewide service organizations, The University of Montana - Drama/Dance Department, MT Board of Public Education, School Improvement Division, Indian Education Division, Montana Office of Public Instruction, Montana Parent Teacher Association, National Endowment for the Arts, National Assembly of State Arts Agencies (NASAA) and Western States Arts Federation (WESTAF). **BM**
2. **New for FY12** Organize a meeting with the curriculum director of the Montana Digital Academy to discuss arts courses offered by the academy by the end of April 2012. **BM**

How We Evaluate It:

• Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for Arts, an appropriate process to assess how well students achieved the learning objectives, and detailed activities that meet the learning objectives.

1. Compile teacher workshop evaluations in November 2011. **BM**
2. Compile data from residency grants and Teacher Exploration of the Arts grants - end of December 2011. **BM**

• Obtain data from the Office of Public Instruction to determine if the districts' written curricula and assessment for the arts are aligned with Montana Standards for the Arts.

(This data is not available from the Office of Public Instruction.)



Economic Vitality Frame #1: Training and Network Development

Outcome We Want:

Provide or help link artists, artisans, arts educators and arts organization staff and boards to professional development and collaboration opportunities that help them to build healthy careers and businesses wherever they happen to live in Montana.

How We Do It:

- **Continue ongoing series of workshops and customized services for artists, artisans and arts organizations to build skills in marketing, business, fund raising, audience development, legal and leadership/governance issues.**

1. Ensure *State of the Arts* has ongoing professional development articles for artists or arts organizations. AF
2. Compose Native News section for each *State of the Arts*. Contract
3. Complete two workshops per cohort for each of the two cohorts established in 2010. CK
4. **New for FY12** Recruit four new MAP cohorts (with six artists each) by March 2012. CK and Contract
5. **New for FY12** Develop by November 2011 the training for MAP Coaches to enhance leadership for a stronger training network. CK
6. Present one workshop over the course of the year to each of the new MAP cohorts. CK
7. Plan FY13 MAP Annual Artist's Gathering (for Sept 2012). CK
8. Offer help to Indian artists involved in MAP and/or MCAM to participate in a formally recognized show through LINC funding. CK and Contract
9. Stay in touch with the Montana Indian Business Alliance to determine future showcase and training opportunities. CK and Contract
10. Continue discussions with the following Indian organizations to explore professional development and marketing strategies throughout the year; Montana/Wyoming Tribal Leaders Council, International Native Games Society, Montana Indian Business Alliance, Office of Indian Affairs, Tribal Colleges, Inter-Tribal Agriculture, Bureau of Indian Affairs – Indian Arts & Crafts and First People's Fund. Contract
11. Investigate Indianpreneur Microbusiness program for possible shared goals and funding for Indian artists. CH
12. Expand the network, and recruit and guide qualifying artists through the Montana Circle of American Masters (MCAM) process by end of June 2012. CK and Contract
13. Investigate possibilities of featuring MCAM and MAP artists on the visitmt.com website. CK
14. Produce at least one organizational development webinar for arts organization leaders. CH

- **Produce publications, share industry information resources and research, and foster connections with local, statewide and national service organizations.**

1. Feature relevant research and useful information in bi-monthly newspaper, *State of the Arts*. ALL
 - a. Provide profile information on newly inducted MCAM artists as they occur. CK

- b. Profile MAP cohorts in *State of the Arts* in fall of 2011. CK
- c. Feature Native News section in each issue. Contract
- d. Feature relevant news briefs and articles on arts and healthcare, and technical assistance articles on arts and healthcare in each issue. KBH
2. Provide website links and access to online sites that provide essential governance, marketing and/or fund-raising guidance for Montana arts organizations. CH
3. Continue partnership with Lee Enterprises, Montana Historical Society and Montana Office of Tourism to produce annual publication: "Montana's Cultural Treasures" for spring 2012 distribution. CH
4. Provide technical assistance to Hands of Harvest and other rural artist networks to develop market strategies. CK
5. Serve as a resource to the Montana Office of Tourism for technical assistance in developing cultural trails and loops. CK
6. Provide coaching as needed to nonprofit arts organizations on the issue of independent contractor vs employee. CL
7. **Now for FY12** Produce final publication of the Barn Door Books series on business tools for arts organizations. CH

• **Utilize technology to maximize participation, distribute resources and provide remote learning opportunities.**

1. Produce online index of articles from *State of the Arts*, and update every other month. BM
2. Update the Folklife section on the MAC website semi-annually. BM CK
3. Utilize online social networking resources to strengthen MAP cohorts' work throughout the year. CK
4. Update web resources and links for arts organizations throughout the year. CH
5. Email bi-weekly newsletters to arts educators, artists and arts organizations. BM (gen info) KBH (% for art)
6. Update MAC Blog weekly. KHB
7. Continue to promote Native Artist Blog to share information and opportunities at <http://nativeartmontana.blogspot.com/> Contract
8. Assist mentors already identified to learn more about the MAP approach to market readiness, as funding allows. CK
9. Send Arts and Healthcare Survey (via Survey Monkey) to target groups by end of August 2011 and compile data and produce Executive Summary by end of December 2011. KBH
10. Utilize Survey Monkey for evaluations of programs, Slideroom.com for Percent-for-Art applications, and Doodle.com for scheduling. KBH
11. **Now for FY12** Launch MAC on Facebook and utilize it to promote programs, grants, blogs and other news. Intern

How We Evaluate It:

- **Document successful methods of stabilization and growth.**

1. Collect and share model examples of how Public Value Partnerships (PVP) grantees build the Three Rs – Relationships, Relevance, Return on Investment. [KHB CH AF](#)
2. Use online grant system (Foundant) to collect and share information from FY10 annual PVP reports. [KHB](#)

- **Compile results of training programs through evaluation.**

1. Continue to track participants and review feedback and evaluations in MAP cohorts. [CK](#)

- **Measure networks developed and how well those networks address needs.**

1. Add information to annotated list of artist co-ops with contact information by end of June 2012. [CK](#)

- **Review and analyze annual reports and budgets of arts organizations.**

1. Review major budget categories in 990s of 2010 Public Value Partnerships grantees to compare and analyze budget changes between FY06 and FY09 by end of June 2012. [CL KHB](#)

Economic Vitality Frame #2: Market Expansion

Outcome We Want:

Build new markets, exposure and participation opportunities for Montana artists, artisans and arts organizations of all cultures by enhancing marketing outlets and resources, improving exhibition and performance opportunities, promotion and sales venues.

How We Do It:

- **Partner to create web-based arts marketing programs that tie to other State of Montana and national arts organizations' websites.**

1. **New for FY12** Work with Made In Montana to examine draft of criteria for a juried artist's label program for artists by end of October 2012. [CK](#)
2. With Made in Montana, continue to fine tune the Artist Label program for qualifying artists by March 2012. [CK](#)
3. Continue to encourage registration in the Made In Montana and the Native Made In Montana programs. [Contract and CK](#)
4. Brand Montana art through MCAM program and writing and publishing photo-documentation in an e-book. [CK](#)
5. Prepare the Montana Arts Council segment of the Montana Tribal Relations Report. [Contract](#)

• Create juried artist and artisan programs to set new standards and develop new marketplaces for their work.

1. Facilitate nominations of MCAM artists. CK
2. **New for FY12** By May 1, plan and conduct one formal MAP adjudication session for market-ready certification. CK
3. Continue to develop a statewide program that builds market readiness in Montana's artists (with multiple entry points), while laying a foundation for branding Montana's arts and developing markets.
 - a. Develop four MAP cohorts by June 2012. CK and Contract
 - b. Plan FY13 annual gathering with workshop (slated for Sept 2012). CK

• Promote Montana artists, artisans and arts organizations and create trade and showcase opportunities for their work to reach regional, state and out-of-state markets.

1. Continue implementing the MAP initiative for rural Montana artists. CH CK
 - a. Four learning cohorts operating in different rural areas of the state by June 2012. CK and Contract
 - b. Nurture extended opportunities for cohorts: local showcases, local co-ops and local studios. CK
 - c. **New for FY12** Provide members of two MAP cohorts with the necessary tools to complete their certification work by September 2012. CK
2. Continue promoting the Made In Montana Show and the Artisan Gallery as a place where emerging artists have a first-exposure opportunity to a market. CK
3. Continue to research development possibilities for potential markets already in place for Montana artists by end of June 2012. CK
4. Continue to use the MAP Facebook page to help cohorts develop a social networking presence. CK
5. Encourage and assist MAP cohorts to develop a social networking presence. CK and Contract
6. **New for FY12** Facilitate Artrepreneur Tour Bus Trip for MAP-certified artists with gallery stops and a final destination for a large show. CK
7. Continue conversations with the Montana Native American Art Show with potential partner organizations, including the Montana Historical Society and the Montana-Wyoming Tribal Leaders' Council. CK and Contract
8. Through photo documentation and writing, complete an e-publication that enhances a branding program to promote Montana's folk and traditional artists. CK
9. **New for FY12** Establish by March 2012, a micro-loan revolving fund for qualifying MAP artists. CH CK

How We Evaluate It:

• Analyze success of participants' marketing efforts through income growth, inventory growth in partnerships and distribution opportunities.

1. Continue to gather and compile the data from each MAP cohort by the end of June 2012. CK

• **Review and analyze responses to reporting requirements of program participants.**

1. Continue to gather information and assess feedback from MAP program participants. ☐CK ☐CH

• **Assess content of tourism marketing materials and travel promotions.**

1. Review materials throughout the year. ☐AF



Public Value Frame #1: Bridge Building

Outcome We Want:

Build person-to-person bridges that connect the arts world to the worlds of politics, education, economics and civic engagement, producing a greater knowledge of how the arts benefit the lives of all Montanans and impact communities statewide. This results in a greater understanding of the return on investment of public dollars for the arts and the need for additional resources for all the arts statewide.

How We Do It:

- **Find and define the connections between the arts field and politics, education and economics where there are common values, goals and outcomes.**

1. Schedule public value sessions at all council meetings. ☐AF
2. Feature articles on the public value of the arts in all issues of State of the Arts. ☐AF
3. Utilize the Public Value Partnerships program/grantees to define connections through distribution of reports, training and coaching throughout the year. ☐AF ☐KHB ☐CH
4. Engage MAC Economic Development Committee to address these connections through its work. ☐CH
5. Attend Montana Economic Developers Association meetings. ☐CH ☐CK
6. Make presentations to Montana Ambassadors at their annual meetings. ☐CH

- **Initiate opportunities to establish relationships between the arts council, artists, artisans, arts organizations and those who fund or provide services for the arts including civic and governmental leaders.**

1. **Now for FY12** Establish FY 2012 as the year of building relationships with key authorizers and influencers.
 - a. Identify these key political people. ☐AF

- b. Work with key local artists or arts groups, or in other effective settings, to meet with these individuals.
 1. Ten visits statewide. AF
 2. Two visits statewide. CH AF
 3. Two visits statewide. KHB AF
 4. Four visits in cohort communities. CK AF
 5. Two visits with residency sponsors. BM AF
2. **Now for FY12** Arrange for MAC visits to each Montana reservation's representative on the State Economic Development Commission. Contract
3. Work with the Montana Cultural Advocacy to help them implement their plan to connect legislators and MAC's Public Value Partnerships grantees in building relationships, person-to-person. Ensure those meetings are held by June 2012 in a minimum of four key communities. AF
4. Write personal letters to legislators in eight communities where there are exemplary Public Value Partnerships ROI activities (taken from FY09-11 annual reporting). Tell them about the ROIs those arts organizations are providing to their communities and/or other compelling information about the value these organizations are adding to their community. AF CH
5. Evaluate Public Value Partnerships grantees' relationship-building efforts with authorizers through FY11 by March 15, 2012. CH AF KHB
5. Produce MCAM induction ceremony at the State Capitol Rotunda in early spring 2012. CK
6. Consult with the Montana Cultural Advocacy as they develop a plan for a major resource initiative by end of June 2012. CL AF
7. **Now for FY12** Executive director and select team meet with gubernatorial candidates **November 2011** - March 2012 to get feedback that can help shape budget request for FY 14-15. AF
8. **Now for FY12** Executive director and select team meet with David Ewer to talk about budget initiatives for FY 14-15. AF CL KBH
9. Recruit arts representatives for consideration on the tourism board and other boards deemed to be a good fit for alignment with this Operational Blueprint throughout the year. AF CH
10. Facilitate Capitol Rotunda exhibit during Arts and Humanities Month. Contract
11. Update and reprint the *Montana: The Land of Creativity* publication for distribution to authorizers. Start updating in May 2012) CH

• Partner with arts organizations' leadership and artists to help them articulate the return on investment and public benefits of their missions, products and services as they relate to what the public deems meaningful and relevant.

1. Where needed, coach Public Value Partnerships grantees on how to more effectively approach Return on Investment examples for their annual final reporting. AF CH
2. Supply all Public Value Partnerships grantees with model examples of The Three Rs stories by end of June 2012. AF
3. Analyze answers from Strategic Investment Grant applicants about why their projects are worthy of state investment and determine if/where/how to use them or refine how we ask that question by December 2011. AF KHB

Public Value Frame # 2: Innovation

Outcome We Want:

Foster an environment where leaders look to the innovation of artists and the arts to enliven, invigorate and enrich their endeavors and their communities.

How We Do It:

- **Provide and encourage networking to build and strengthen partnerships, both monetary and conceptual, between local businesses and the arts community.**

1. Participate in statewide service organizations' meetings, including: Montana Association of Symphony Orchestras, Museum and Art Gallery Directors Association, and Montana Performing Arts Consortium throughout the year. ALL
2. Participate on regional and national boards, panels and gatherings to gain new ideas, share practices and cultivate partnerships throughout the year. AF BM CH CK
3. Work with MT Ambassadors to promote nominations for the Governor's Arts Awards. CH

- **Share industry developments, research and publications with artists, arts organizations and community leaders that reinforce the benefits of bringing the arts into community conversations.**

1. Share NASAA and National Governors Association findings of pertinence to the field, as well as other relevant research through listservs, blogs and in *State of the Arts* newspaper throughout the year. AF

- **Provide and/or link artists and arts organizations to the skills and training needed to make them stable, innovative and active community participants and partners.**

1. Continue promoting professional development opportunities and services offered by the Montana Nonprofit Association. CH
2. Continue Native Artist Blog to share information and opportunities on professional development, marketing, business development, legal issues, market opportunities and artist updates. Contract
3. Receive staff training in technology to maximize what the agency can offer in services and training (and minimize in cost) through technology by end of June 2012. ALL
 - a. Foundant (agency online grants program provider) online training as needed.
 - b. **New for FY12** Office 2011 training as needed.
 - c. **New for FY12** Basic orientations on current social networking technologies.
4. Provide staff consultation (upon request) to individual artists and to arts organizations at their board meetings and other gatherings. ALL
5. Participate (upon request) as members of advisory committees for organizations throughout the year. ALL
6. Provide arts education technical expertise through 800# Hotline throughout the year. BM

Public Value Frame #3: Challenges and Opportunities

Outcome We Want:

The arts will be positioned as a responsive and meaningful solution to challenges facing Montana and its leaders, and used as an effective framework to build new opportunities in the future.

How We Do It:

- **Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including the need for affordable healthcare for artists and arts organization employees, ADA compliance, and arts in healthcare.**

1. Continue contract with VSA arts for next stage of Americans with Disabilities Act (ADA) work with Public Value Partnerships grantees. KHB
2. **New for FY12** Share Executive Summary from Arts and Healthcare Survey (arts organizations, artists and healthcare direct providers and administrators) with healthcare providers and administrators in Montana by end of January 2012. (Survey closes end of September, 2011) KBH

- **Assess how the arts council can handle the potential impact of new directions within its programming and project funding decisions, and make sound, strategic investments with agency dollars and staff to advance these areas.**

Operating Blueprint and Annual Work Plan

1. Staff and council members work annually to develop the agency budget in alignment with the desired outcomes in the Operational Blueprint as well as within the current environment. AF CL
2. Develop FY12 annual work plan. Meet in November 2011 and February 2012 to assess progress on FY12 work plan. ALL
3. Produce annual staff work plans and staff accomplishments for posting on MAC's website. CH
4. **New for FY12** Facilitate staff planning and sources of input for the agency's next Operational Blueprint (FY 2014-2019). CH and Staff
 - a. Collect and review annual reports of Tribal Colleges and Community colleges to see how MAC might link our work with theirs. CK CH
 - b. Talk to the Digital Academy curriculum head to learn about their plans and the kinds of requests coming in for arts courses. BM
 - c. Conduct listening tours, one on one, with: 1) scientists, 2) tech people, 3) online grants staffs, who are/were involved in the arts to learn how they benefit from their arts experiences, and how they define innovation. January through June 2012. AF CH KHB
 - d. Research university involvement and public polling options to conduct economic impact surveys with artists and arts organizations. Begin October, 2011. CH CK
 - e. Produce general surveys through Survey Monkey for artists and arts organizations focusing on their use of technology. CH CK
 - f. Produce a new Individual Artists Economic Impact survey. Start funding research Oct, 2011. AF
 - f. Site visits to key towns where public value work needs help. Start in fall of 2011 and finish by April 2012. BM

- g. Conduct legislative listening tours with council members help. November 2011 – June 2012. AF CH
- h. Coordinate focus groups involving: 1) rural youth, 2) urban youth, 3) Native American youth. CH BM
- i. Coordinate a focus group of rural cultural loop tour representatives. CK
- j. Coordinate focus group involving older adults with council members' help. CH BM
- k. Build relationships with news editors. AF BM CK CH
- l. Produce annual Public Value Partnerships grantees combined report in October, 2011. KHB
- m. Produce annual report of grantees' status regarding Americans with Disabilities Act requirements. Reports due September 2011. KHB and Contract
- n. Interview council members about the agency's progress on its Blueprint for Operations 2008-2013. Start interviews in April, 2012. AF and Contract

Council Meetings and Communication

- 1. Council meetings set for December 2011 and June 2012 meetings. KBH, AF
- 2. Continue bi-monthly update briefs from executive director to council members. AF

Arts and Healthcare

- 1. Build relationships with Montana Hospital Association, MT Medical Association, MT Nurses Association, MT Physical Therapists, MT Art Therapists Association to help distribute Arts and Healthcare Survey by end of July 2011. KBH
- 2. **New for FY12** From the Arts and Healthcare Survey results, determine possible programming and technical assistance for artists, arts organizations and healthcare providers and administrators by end of June 2012. KBH

Other Funding Resources and Partners (beyond agency's Fed/State budget)

- 1. If available, pursue private funding resources, and/or public dollars from sources beyond the agency's Fed/State budget that align with agency priorities and programs for arts education. BM
- 2. Supervise and monitor outside-agency grant funds received for arts education. BM
- 3. If available, pursue private funding resources, and/or public dollars from sources beyond the agency's Fed/State budget that align with agency priorities and programs for economic development and promotion of the public value of the arts. CH
- 4. **New for FY12** Supervise and monitor outside-agency grant funds received for economic development and promotion of the public value of the arts. CH
 - a. Leveraging Investments in Creativity Inc., funds for Artists To Market Program. First annual report due March 2012.
 - b. U.S. Department of Agriculture grant with the Ravalli County Economic Development Authority for Job Skills Training for Artists Program. Quarterly financial invoices due end of Sept, Dec, March and June.

- c. Creative Capital Inc., grant for Artists Professional Development Workshops Program.

Programs

1. Produce Arts and Humanities Capitol Rotunda Art Show in October. AF assigns
2. Produce Energy Calendar with "Signatures from Big Sky" art/literature. AF assigns
3. Governor announces next Poet Laureate. Set up website for the new Laureate. BML
4. Produce six issues of "State of the Arts" in print and online. Input ALL editing CH
5. Establish online nominations program for next Governor's Arts Awards. CH
6. Conduct successful Poetry Out Loud competition. BM and Contract

Administrative

1. Staff continues to document all job-related internal processes and timelines behind agency programs and services for their Comprehensive Job Tasks and Processes Notebooks for future continuity. ALL
2. By end of the fiscal year, staff supervisors review the Comprehensive Job Tasks and Processes Notebooks of staff who report to them. Determine any holes in the information and set timeframes. ALL
3. Prepare for what will be needed to successfully navigate the 2013 legislative session. AF CL
4. **New for FY12** Prepare succession plan for council use upon eventual retirement of executive director. AF
5. Update Council Policy Manual and Employee Handbook by end of June, 2012. AF

Financial

1. Conduct internal monitoring/tests on financials for audit purposes twice a year (work with Terry Atwood). KHB CL
2. Successfully conclude FY 10-11 audit. CL
3. Develop MAC's FY13 budget. CL AF
4. Develop MAC's FY14-15 OBPP request. CL AF
5. Complete FY 11 budget analysis balanced with state system by October 2011. CL
6. Complete Final Descriptive Reports for NEA and submit annual application. CL KHB AF and bookkeeper

Grants

1. Facilitate online application process for FY 14-15 Cultural & Aesthetics Trust Program. KHB BM
2. Monitor Cultural & Aesthetics Trust Program FY10-11 Final Reports due July 31. KHB
3. Supervise and facilitate monthly Strategic Investment Grant Program. KHB

4. Collect and disseminate Public Value Partnerships FY11 Final Reports. [KHB]
5. Facilitate Artist's Innovation Awards online application and selection process. [KHB CH]

Database

1. Upload all current grant applications, contracts and final reports online by June 2012. [KHB]
2. Convert old database into new database and finish de-bugging by June 2012. [KHB]

Staffing

1. **Now for FY12** Determine restructuring necessary for bookkeeping and administrative assistant duties, as well as other types of necessary support. Post job vacancies and complete hiring. [AF CL KHB]
6. **Now for FY12** Work with Jim Kerins on reclassification of Grants/Database and Percent-for-Art positions, and determine a process for increasing staff salaries in relationship to market. [AF CL KHB KBH]
7. **Now for FY12** Formulate staff appraisal process with Jim Kerins and complete by June 2012. [AF with staff]

- **Define and convey to those who impact state and local resources how those challenges can be met through increased revenues and resources for the arts.**

1. Invite Governor's policy advisors and state legislators to arts council programs and meetings to learn from them and seek their advice, and to tell them our stories throughout the year. [AF]

THE END!